Chairs' & Center Directors' Meeting Minutes

Date: January 25, 2016
Location: WCH – Room 443
Attendees: Reza Abbaschian
              Guillermo Aguilar
              Alex Balandin
              Matt Barth
              Bir Bhanu
              Mitch Boretz
              Marek Chrobak
              Jay Farrell
              Pat Hartney
              Ashok Mulchandani
              Walid Najjar
              Ravi
              Sharon Walker

Absent: Robert Haddon
              Nosang Myung
              Kambiz Vafai
              Akula Venkatram
              Albert Wang

1. Welcome and call for agenda items – Reza
No items were added to the agenda.

2. Approval of minutes – Pat
The revised minutes of the January 11, 2016 meeting were unanimously approved.

3. Presidential Endowed Chairs – Second Phase – Reza
Reza called attention to the Presidential Endowed Chair information attached to the agenda. UCOP provides 50% of the funds for Presidential Chairs. UCR established eight Presidential Chairs during the first phase of this program. One of these eight Chairs is BCOE's Marlan and Rosemary Bourns Presidential Chair. (Reza commented that there are 12 applicants for this Chair. A committee of 13 internal and external reviewers will make recommendations to Reza in February). UC has announced a second phase of Presidential Chair funding. UCR has been allocated 2 of the 20 new Chairs by UCOP. During this second phase, Presidential Chairs are restricted to the following three areas: innovation/entrepreneurship, food or climate/sustainability. Reza noted that climate/sustainability is a strength of BCOE and the College should be able to develop a fund-raising effort in this area. Reza would also like to develop a program in innovation/entrepreneurship to take advantage of this funding opportunity. UCB's College of Engineering has an innovation program for students that starts in their freshmen year. Students completing this program receive a certificate (in addition to a degree). Ravi noted that he established BCOE's Impact Program about six years ago. The Impact Program matches industry partners with about 12 students/mentor. It was suggested that an entrepreneurship component could be added to this Program. SoBA should be included in such an

entrepreneurship program. Reza proposed the formation of a 4-5 faculty committee to make recommendations on the development of a BCOE Innovation/Entrepreneurship Program. One member of the committee will need to lead this effort. The Chairs/Directors approved moving forward with this initiative. As such, Reza asked that Chairs forward him names of faculty members that would be able to participate on this committee by Friday (1/29/16). The committee should consider the option of combining sustainability with innovation. It was suggested that such an innovation/entrepreneurship program could be overseen by a new BCOE Associate Dean for Innovation and Entrepreneurship. Several other colleges of engineering have such a position.

4. Entrepreneurship/Writing Courses for ENGR Students – Sharon
Sharon reported that she met with BCOE department chairs and undergrad advisors to discuss technical writing and entrepreneurship courses. CSE currently offers a writing course for CSE and ECE students. ECE is proposing to increase the technical level of this course for their students. The consensus was to offer two BCOE courses: 180 (existing) and 181 (new). The new 181 course will require students to be concurrently enrolled in Senior Design. BIEN has been offering an entrepreneurial course for several years. ME is proposing to offer ME 175D (Technological Entrepreneurship). The chairs and undergrad advisors recommended that ME 175D be changed to ENGR 175D and offered to all BCOE students in Spring 2016 as a test case. This course would not cause students to increase their required units since it would merely be another technical elective option. On a related topic, Reza recommended that all new BCOE courses be presented at Chairs/Directors meetings. Input from these discussions would be provided to BCOE's Executive Committee.

5. Undergraduate Education – Sharon
Sharon still needs freshmen and GPP enrollment targets from some BCOE departments. Also, she requested that departmental responses to the BFI Major Requirements form be sent to her by this Friday (1/29/16). The purpose of this form is to determine if programs can reduce the number of upper division units for students.
Reza added that the campus' incoming freshmen and transfer total target is now approximately 1,000 for this coming Fall. Each student equates to $8K in income to UCR so 1,000 new students would equal $8M. However, there is concern about the impact of these additional students on classroom spaces and the resultant decrease in the campus' grad student to undergrad ratio. The target number of incoming freshmen and transfers for BCOE is not yet determined. It is unclear how each department will manage the financial impact of large numbers of incoming students. It was recommended that BCOE freshmen rejection letters could include a reconsideration option after successfully completing one year as a student in another UCR school/college. This would need to be coordinated through UCR Student Affairs.
Lastly, Sharon reported that UCOP has committed funding to BCOE and CNAS for the establishment of Learning Communities for transfer students.

6. Graduate Education – Ravi
Ravi called attention to the document attached to the agenda comparing grad student applications between Fall 2015 and Fall 2016 to date. The total number of applications has increased by 5%. He also noted that CEE has admitted 14 grad students to date (and one has already accepted). The second section of the document summarizes the split of domestic versus international BCOE grad student applicants. Only 16% of BCOE grad student applicants are domestic.

7. Faculty Search Updates/Space – Chairs
Reza noted the attachment to the agenda entitled 15-16 New Faculty Space Needs. He indicated that a total of 10 filled lines will need office and research space this year, including some faculty that were hired previously. Included in this total is a new line being provided by the EVC/P for a potential Presidential Post-Doc faculty hire in BIEN. Also, BCOE could receive 10-13 new faculty from the Cluster Hire areas that BCOE is leading and up to 10 from other Cluster Hire areas that include BCOE participation. In total, BCOE could need space for up to 33 new faculty (plus two LSOE appointments).

8. F&A Distribution – Pat
Pat called attention to the FY 16-17 F&A Dispersal policy attached to the agenda. Under this new UCR policy, 5% of total F&A is returned to the PI that generated it. An additional 10% goes to the PI's department and an additional 25% goes to the college. The remaining 60% is distributed to VCRED (10%) and Campus SIF (50%). Pat noted that the previous F&A distribution policy provided ~60% to colleges while this new policy reduces this amount to 40%. Pat added that it is unclear how this new policy will impact BCOE funding to the Dean's Office and departments/centers since the overall budget template for next fiscal year has yet to be distributed to organizations. Matt recommended that a meeting be scheduled with the EVC/P and VC for Planning and Budget to discuss this new budget's implications for CE-CERT.

9. Commencement Schedule and Format – Reza
Reza reported that there will be a separate Commencement ceremony for all UCR grad students on Saturday, June 11th starting at 8:00am. BCOE's undergrad Commencement is scheduled for Monday, June 13th starting at 6:00pm. A BCOE Reception will be held after Monday's undergrad Commencement. Reza asked for input on what BCOE or departments can do for its grad students (i.e., individual departmental receptions on Saturday, joint reception with undergrads on Friday evening, etc). It was noted that several BCOE faculty may not attend Monday's undergrad Commencement since many of them will be attending the grad student Commencement on Saturday.

10. Department Updates – Chairs/Directors
No other topics were discussed.

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BOURNS COLLEGE OF ENGINEERING

Chairs' & Center Directors' Meeting

January 25, 2016

Agenda

Winston Chung Hall – Room 443

1.	Welcome - Request for Agenda Items from the Floor	Reza
2.	Approval of Minutes from January 11, 2016 Meeting	Pat
3.	Presidential Endowed Chairs – Second Phase	Reza
4.	Entrepreneurship/Writing Courses for ENGR Students	Sharon
5.	Undergraduate Education	Sharon
6.	Graduate Education	Ravi
7.	Faculty Search Updates/Space	Chairs
8.	F&A Distribution	Pat
9.	Commencement Schedule and Format	Reza
10.	Department Updates	Chairs/Directors

Please note next meeting will be on: Monday, February 8, 2016

Future Meeting Dates

2015	2016
~~Monday, September 28~~	~~Monday, January 11~~
~~Monday, October 12~~	~~Monday, January 25~~
~~Monday, October 26~~	Monday, February 8
~~Friday, November 6~~	Monday, February 22
~~Monday, November 23~~	Monday, March 7
~~Monday, December 7~~	Monday, March 21
	Monday, April 4
	Monday, April 18
	Monday, May 2
	Monday, May 16
	Monday, June 6
	Monday, June 20
	Friday, July 1

Eilene Montoya

From:	Reza Abbaschian
Sent:	Friday, January 15, 2016 1:26 PM
To:	Akula Venkatram; Albert Wang; Alexander Balandin; Bir Bhanu; Chinya Ravishankar; Eilene Montoya; Guillermo Aguilar; Javier Garay; Jay Farrell; Jerome Schultz; Kambiz Vafai; Marek Chrobak; Matthew Barth; Mitch Boretz; Nosang Myung; Patrick Hartney; Chinya Ravishankar; Reza Abbaschian; Robert Haddon; Sharon Walker; Walid Najjar
Cc:	Eilene Montoya
Subject:	Presidential Endowed Chairs second phase
Attachments:	Chancellors_Pres Match Endowed Chairs Phase 2 010616 (005).pdf

Dear Colleague,

As noted in the attached, there is going to be Phase II of the Presidential Matching Chairs, and campus is going to be allocated 2 additional lines.

As you may recall, for the first phase we established the Marlan & Rosemary Bourns Presidential Chair in Engineering, which was made possible by a generous donation of $500,000 pledge from the Bourns Foundation and a matching gift of $500,000 from the UCOP. The holder is expected to have a distinguished record as an engineer, a researcher and an educator in our college.

Unlike the first phase, the two UCR lines will be restricted to an academic field restricted to one of the following Presidential Initiatives: innovation/entrepreneurship, food , or climate/sustainability. As such, we will need to find a donor as well as making sure that the area is distinguished and fits within the presidential initiatives. And Of course we have to make our case within the campus. We obviously have excellent programs in climate/sustainability to put forward and go after donors.

For innovation/entrepreneurship, Hyle has been doing excellent job in teaching entrepreneurship as part of their senior design for the past 6 years. We are also having discussions to have a college wide and coordinated entrepreneurship/ innovation program for all our students starting from freshman level. So, the timing may be right to establish something unique in our college, and go after donors and funding. An example of a good program is UCB's certificate through their Sutardja Center for Entrepreneurship & Technology; : http://scet.berkeley.edu/undergrad/. There are many other examples of nationally distinguished programs that we can consider.

I will add this topic to the agenda for our chairs/directors meeting, so we can discuss the best course of action for the college.

Best regards,

Reza

PS—Regarding the Marlan & Rosemary Bourns Presidential Chair in Engineering, we have received twelve outstanding nominations. I have asked thirteen internal and external reviewers to evaluate and provide ranking of the nominees. I am hoping to get their inputs by mid-February. Stay tuned.

From: Peter A Hayashida [mailto:peter.hayashida@ucr.edu]
Sent: Wednesday, January 13, 2016 7:13 PM
To: Reza Abbaschian <reza.abbaschian@ucr.edu>; Anil Deolalikar <anild@ucr.edu>; Milagros Pena

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<milagros.pena@ucr.edu>; Neal L Schiller <neal.schiller@ucr.edu>; Thomas M Smith <thomas.smith@ucr.edu>; Kathryn Uhrich <kathryn.uhrich@ucr.edu>; Yunzeng Wang <yunzeng.wang@ucr.edu>

Dear Colleagues,

I met on Monday with the Development staff to provide a campaign progress update and discuss phase II of the Presidential Matching Chairs program. I'm attaching the slides I used as well as a program description produced by UCOP that describes the chair allocation in greater detail. You'll recall that all of our original eight chairs were matched and have been approved by the President.

You'll read that there will be a review process set up at OP and we haven't yet been given a timeline for completion of that step so I'll keep you apprised of their progress. In the meantime, we will work with you to identify areas where UCR may be eligible to submit proposals for the President to match gifts that are donated to create new endowed chairs.

Please let me know if you have questions or would like to discuss.

Best,

Peter A. Hayashida
Vice Chancellor, University Advancement
University of California, Riverside
4128 Hinderaker Hall, 900 University Avenue
Riverside, California 92521
951.827.5203

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Presidential Match for Endowed Chairs Program – Phase II

In light of the fundraising progress of the Program, campuses and donors have expressed interest in establishing additional Presidential Chairs. The Program's initial terms provided that *"the remaining $10 million (20 chairs) will be allocated for chairs in areas that the President determines are of highest priority."*

Allocation of Chairs in Phase II

After considering a number of options, the President has decided to expand the Program by transferring of an additional $10 million from the Presidential Endowment Fund to the President's Matching Chair Fund, for a total of $60 million, $40 million of which, has already been allocated to the campuses. The remaining $20 million (or 40 chairs) will be allocated as follows:

Campus Chairs (20) – As the Program provided, each campus will each receive two additional chairs. One chair must be established in an academic field related to one of the following Presidential Initiatives: innovation/entrepreneurship, food, or climate/sustainability. Each campus has strengths in these areas, and the alignment of the Matching Chair Program with these initiatives should be mutually beneficial. Ideally, the second chair would also align with one of the Presidential Initiatives; however, each campus will have discretion to use the second chair for an area of critical importance to the campus.

Systemwide Chairs (10) – In recognition of the importance of UC's systemwide programs, five chairs have been allocated to ANR and five chairs have been allocated to the Berkeley Lab. ANR has already begun the process of fundraising for these chairs and will likely have support from different Agricultural Cooperatives for each of the 5 chairs by the end of this fiscal year.

Competitive Chairs (10) – Matching funds for these chairs will be awarded based on proposals presented to the Office of the President. The approval process for such proposals will be as streamlined as possible and will consider such factors as, the importance of the academic field to the campus and UC system, the magnitude of the donor gift, alignment with a Presidential Initiative and multi-campus collaborations.

Although the Program has been expanded, the timeframe for Phase II will remain within the initial 5-year period, or by the end of the 2018-19 fiscal year.

1.4.16

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Presidential Match for Endowed Chairs Program

Supporting stellar faculty has long been a priority of the University's fundraising efforts, and the philanthropic community has recognized the importance of chairs and responded accordingly. In order to encourage even more private giving in this area, President Napolitano launched the Presidential Match for Endowed Chairs program in July 2014. The objective of the program is to spur private giving to UC through a matching fund that provides incentive for donors to support endowed chairs at all 10 campuses. These endowed chairs provide a dedicated source of funds, in perpetuity, for the chair holder's scholarly activities as well as support for faculty salaries and graduate fellowships.

Initial Terms of the Program

- $50 million from the Presidential Endowment Fund was reallocated to the Presidential Matching Chairs Fund.

- The President's individual chair match of $500,000 created 100 future Chairs. Campuses are required to raise at least $500,000 (per chair) in donor funds to qualify for the match.

- $40 million of the fund was committed to the campuses ($4 million/8 Chairs per campus).

- Campuses have five years to obtain commitments from donors. Funds not matched within that timeframe will be returned to the Presidential Endowment Fund, including any accrued interest.

- The remaining $10 million was anticipated to be used by campuses following the match of their initial $4 million allocation for chairs in areas that the President deems to be of highest priority.

The Program is Ahead of Schedule and Has Successfully Encouraged Philanthropic Support

- Campuses have implemented various strategies in seeking donor funds to establish Chairs that meet their areas of greatest academic need. For example, one campus has allocated their Chairs among the campus professional schools, while another has used the initiative as a model for matching programs that will utilize Foundation funds and Chancellor discretionary funds.

- As of the end of 2015, 45 Chairs have been formally established, 16 are pending campus or Office of the President review, and 8 are under discussion and negotiation with donors, for a total of 69 Presidential Matching Chairs. Several campuses have already had all 8 formally established with others having commitments for almost all of their initial allotment of Chairs.

- For the 45 established Chairs, $22.5 million in Presidential Matching Funds have generated almost $35 million in donor funds, for a total of approximately $57 million in support of the Chairs.

- The number of Chairs does not fully reflect the fundraising impact of the President's Initiative. The program has helped encourage philanthropic support generally and has helped "raise the bar" in establishing more chairs at the $1 million level and above.

1.4.16

UCR Course Request and Maintenance System

ME 175D, 10/12/2015, 09:47 AM
PTALAV (Paul Talavera)

Course Approval Form
(Reviewed)

Coll./Schl./Div.:	College of Engineering
Dept./Comm./Prog.:	Mechanical Engineering
Action:	NEW
Course Level:	Undergraduate Course
Course Type:	Standard Course
Effective:	Spring 2016
Offered once only:	No
Offered summer sessions only:	No
Quarter(s) Offered:	Spring
Last Approved Form Effective:	(Submitted:)
Notes:	

	Proposed
Course Number:	ME 175D
Renumbered From:	
Course Title:	Technological Entrepreneurship
E-Z Segment Title:	
Units:	4
Activity(ies):	Lecture, 2 hours per week (group activity) Workshop, 2 hours per week (group activity)
Prerequisite(s):	senior standing in Mechanical Engineering.
Description:	Introduces concepts of business and management required to convert a technology into a viable business. Topics include technological assessment, market analysis, strategy, decision making, legal and intellectual property issues in business, financial analysis, business ethics and communication.
Grading Type:	Letter Grade only
In Progress:	No

Statement:	Satisfactory (S) or No Credit (NC) grading is not available

Repeatable: No
Maximum Units:
Statement:

Cross-listed With:

Credit Statement:

If repeatable, may be taken more than once per quarter: No

Breadth Statement:

Instructor(s): Lecturer Sundararajan Venkatadriagaram

Justification:

The objective of this class is to encourage entrepreneurship in students in mechanical engineering and will supplement existing the capstone senior design class in which students work on new products and processes. The class will provide students in mechanical engineering with the knowledge and skills needed to convert their technical ideas and innovations developed in their capstone senior design course into viable businesses.

Correspondence:

Overlaps/Duplicates Other Courses: No

Affects Programs: No

Affects Prerequisites/Descriptions: No

Syllabus:

ME175D: Technological Entrepreneurship

Description

ME175D is a technical elective for students in mechanical engineering. The class aims to provide students with entrepreneurial skills so that they can turn their technical ideas into viable business. Topics include technological assessment, market analysis, strategy, legal and intellectual property issues in business, financial analysis, business ethics and communication. Students will be required to submit a complete written business plan and to give an oral presentation. Senior

standing in mechanical engineering is required. It is expected that students will have completed or be concurrently enrolled in the capstone senior design course.

Instructor

Sundararajan V. (Mechanical Engineering)
Sean Jasso (School of Business)
Required Texts

Kawasaki, G., The art of the start, Portfolio Inc.
Barringer, B. R., Preparing effective business plans: An entrepreneurial approach Pearson/ Prentice Hall, 2009

Course Objectives

Upon completing the class, students will be able to:
" To identify business opportunities based on technical innovations and to articulate a business vision
" To understand the challenges in launching a new business based on technical innovations
" To understand strategic options
" To conduct market research and analysis
" To conduct financial analysis
" To understand the legal issues in the business environment
" To develop an appreciation of the social and ethical aspects of business
" To communicate a business plan in written and oral format

Activities

Lectures will cover material related to the business plan. Students will work in groups and have weekly deliverables (presentations and reports) on the topics listed below for their business plan under the supervision of the instructor and advisors. Over the course of the quarter, students will work on individual aspects of their business plan. Workshop periods will be used to workshop the business plan. The final deliverable of the class will be a comprehensive business plan that addresses the students' plan to bring the product to market.

The business plan and pitch should be of such quality as is fit for presentation to venture capitalists, investors and to SBIR (small business) grants. At the end of the quarter, selected teams will also present their business ideas in an open forum to which venture capitalists and other funding agencies will be invited.

Grading
In progress reports: 30%
Final report: 30%
Final presentation: 20%
Class participation and in-progress presentations: 20%

The final scores will be assigned letter grades according to the following scheme:

100% - 96%	A+	70% - 66%	C
96% - 90%	A	66% - 62%	C-
90% - 86%	A-	62% - 58%	D+
86% - 82%	B+	58% - 54%	D
82% - 78%	B	54% - 50%	D-
78% - 74%	B-	50% - 0%	F
74% - 70%	C+		

Academic Integrity   Any incident of academic dishonesty, including plagiarism and cheating, will be handled according to University guidelines. See http://library.ucr.edu/?view=help/plagiarism2.html and http://conduct.ucr.edu/ for guidance

Weekly Schedule

Week   Topic   Reading   Deliverable
1   Introduction to the business environment; developing and screening business ideas   Bar*: Chapter 1, 2
Kaw**: Chapter 1, 3, 4
2   Describing your company;
Technological Assessment and feasibility study   Bar: Chapter 3
3   Industry analysis   Bar: Chapter 5   Company description
4   Market analysis   Bar: Chapter 6   Industry analysis
5   Strategy   Bar: Chapter 7
Kaw: Chapter 2, 9   Markey analysis
6   Management and organization   Bar: Chapter 8   Marketing strategy
7   Operations   Bar: Chapter 9   Organization plan
8   Financials   Bar: Chapter 10
Kaw: Chapter 7   Operations plan
9   Legal environment   Kaw: Chapter 8-9, 11   Financial analysis
10   Finalizing business plane   Bar: Chapter 11   Final report and presentation

*Bar stands for the required text by Barringer
**Kaw stands for the required text by Kawasaki

Approvals:
Department/Committee/Program Faculty: 10/09/2015
Submitted by
Department/Committee/Program Chair: Guillermo Aguilar   10/09/2015

Reviewed by Courses Specialist: MMiller   10/12/2015

Reviewed by Dean of
College/School/Division:

Executive Committee
   College of Engineering:
   College of Humanities, Arts, and Social
Sciences:
   College of Natural and Agricultural
Sciences:
   Division of Biomedical Sciences:
   Graduate School of Education:
   Graduate School of Management:
   University Honors Program:

Dean of the Graduate Division:
Graduate Council:

Committee on Courses:

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Department	Fall 2016				Fall 2015	
	Accepted	Admitted	Applied	Total	Total	% Increase
BIEN		**0**	**112**	**112**	**116**	-3.4%
MS		0	49	49	50	-2.0%
PHD		0	63	63	66	-4.5%
CEE	**1**	**14**	**163**	**178**	**199**	-10.6%
MS	1	11	55	67	83	-19.3%
PHD		3	108	111	116	-4.3%
CEN		**0**	**65**	**65**	**57**	14.0%
MS		0	65	65	57	14.0%
CPSC		**0**	**814**	**814**	**658**	23.7%
MS		0	586	586	409	43.3%
PHD		0	228	228	249	-8.4%
EE		**1**	**399**	**400**	**466**	-14.2%
MS		0	195	195	250	-22.0%
PHD		1	204	205	216	-5.1%
MSOL		**0**	**3**	**3**		
MS		0	3	3		
MSE		**0**	**130**	**130**	**114**	14.0%
MS		0	37	37	31	19.4%
PHD		0	93	93	83	12.0%
ME		**1**	**123**	**124**	**129**	-3.9%
MS		0	74	74	60	23.3%
PHD		1	49	50	69	-27.5%
Total	**1**	**16**	**1809**	**1826**	**1739**	5.0%

Department	Domestic		Foreign		(blank)		Total
BIEN	98	54%	68	37%	17	9%	183
CEE	69	27%	166	66%	18	7%	253
CEN	12	8%	105	72%	28	19%	145
CPSC	97	8%	1009	85%	81	7%	1187
EE	42	7%	485	82%	63	11%	590
MSOL	18	100%		0%		0%	18
MSE	52	28%	121	64%	15	8%	188
ME	64	30%	130	62%	16	8%	210
Total	**452**	**16%**	**2084**	**75%**	**238**	**9%**	**2774**

15-16 New Faculty Space Needs

BCOE Lines (11)
- Bien---Chair, professor
- Bien---Xiaoping Hu, FMRI Director, professor
- Bien---Presidential Post Doc, Assistant Prof
- ME---Monica Martinez, 14/15
- ME---Richard Wilson, 14/15
- ME---Advanced materials, replacement Javier Garay
- CEE---Kelley Barsanti, 14/15, CE-CERT
- CEE---Water, replacement Mark Matsumoto
- CSE---Graphics, replacement Victor Zordan
- CSE---Software Engineering, replacement Iulia Neamtiu
- CSE---Jiasi Chen, 14/15

Clusters, BCOE lead (10-13)
- Phonon/Magnon Engineered Materials and Devices---Alex Chair, 3 faculty
- Computational Materials—Roger Chair, 3 faculty
- Autonomous/Intelligent Embeded Systems---Amit Chair, 3 faculty
- Cyber Security---Michalis Chair, 3 faculty
- Data Science---Vassilis Chair, 1/5 faculty

Clusters, Non- BCOE lead (0-10)
- Human Neuroimaging, 5 faculty
- Translational Plant Science, 5 faculty
- Neuroscience, 8 faculty
- Multiphase Atmospheric Chemical Transformation 3 faculty
- Environmental Toxicology, 4 faculty
- Teaching STEM, 5 faculty
- Supply Chain, 2 faculty
- Breathe, 1 faculty
- Business Analytics Research, 2 faculty
- Spatial Research, 1 faculty

F&A is indirect cost recovery from the granting agency

FY2016-17 UCR F&A Dispersal

- **5 % PI**
- 10% Department
- 10% VCRED
- 25% College
- 50% Campus SIF

✓ Recognition of PI's efforts to perform research

✓ Redirection of existing revenue, not new revenue